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| FROM | NAME & TITLE | Gladys B. Gaskins, Director  | CITY of BALTIMORE MEMO |  |
| | AGENCY NAME & ADDRESS | Department of Human Resources 201 E. Baltimore Street, #300 | | |
| | SUBJECT | OIG Report #101384-106 | | |

TO

DATE:

July 22, 2010

David N. McClintock
Inspector General
Office of Inspector General
640 City Hall
100 North Holliday St.
Baltimore, MD 21202

The Department of Human Resources has reviewed the report on Case Number: OIG 101384-106, the investigation concerning We are in general agreement with the report's recommendations, as follows:

Recommendation 1. That the Department of Transportation : reevaluate the current system and process in place for the recordation and approval of employee and contractor time, as well as the implementation of a written manual or guidelines that clarify how time should be kept for all classes of workers.

City policy is quite clear on the procedures for recordation and approval of employee time. Each City Agency is accountable for maintaining complete and accurate records of employee time and of verifying that employee time is correct before authorizing payment. Training conducted by DHR on E-Time processes reinforces that time is to be validated by actual time that is entered on time sheets.

While full-time permanent employees may operate under a fixed schedule that is entered into E-Time and requires that status changes are marked on the payroll by exception; contractual employees should never be set up on schedules because they are paid only for the actual hours they work. A written record of actual hours worked, including reporting time, leaving time and time away from the office for lunch is critical to documenting attendance and lateness issues, not only for documenting the actual work hours of contractual or other hourly employees. As no copies of written call-in sheets or attendance sheets were included in the exhibits, it can only be presumed that the Department of Transportation was negligent in that they failed to require employees to sign in and out as supporting documentation for payroll.

While a written manual or series of guidelines for timekeeping would be helpful to timekeepers and City managers, it would be most properly within the purview of the Bureau of Accounting and Payroll in the Department of Finance to develop and distribute such a document. Regardless of the recommended written manual, PM 305 is clear that each supervisor is required to maintain daily time and attendance records on authorized forms. These records would provide vital supporting documentation for payroll and personnel decisions.

Recommendation 2. That the Department of Human Resources and/or Department of Transportation consider the development of a written work-from-home policy.

At present, there is no official telecommuting or work-from-home policy for employees of Baltimore City. In the absence of such a policy, agency heads have no authority to institute an internal policy without receiving the authorization of the Department of Human Resources, the Office of the Labor Commissioner and the Mayor's Office due to the recognized concerns about accountability and productivity. Further, the nature of the work agreement with a contractual or hourly employee precludes such an arrangement in general. In the case of the majority of the work to be performed under the contract would involve being on-site to perform hardware and software diagnosis, maintenance and support.

If I may be of any further assistance to you in this matter, please do not hesitate to contact me on 6-1565.